Ministry of Energy and Mines

Performance Plan
2000/2001

April 2000

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Introduction

As the province heads into the new millennium, it is benefiting from record growth in the development of its oil and gas resources and is anticipating that improved commodity prices and changes in global market conditions will support a revitalization of its mineral sector.

The Ministry of Energy and Mines has an important role to play in ensuring the continued growth of the province's energy sector, and in assisting the long-term sustainability of the mineral sector which has, historically, been a mainstay of British Columbia's social and economic development.

To ensure the ministry is able to undertake its role as effectively as possible, members of the ministry executive – along with regional and Victoria managers and staff representatives – recently reviewed the ministry's business practices and goals, and assessed the opportunities and challenges that may affect each sector in the future.

The resulting plan outlines how the ministry intends to assist the mineral and energy sectors in overcoming any challenges and capitalizing on opportunities that support investment and job creation in British Columbia's mining and energy industries. The plan supports the ministry's goal of serving as a catalyst and facilitator for maximizing the responsible development of the province's mineral and petroleum resources while also meeting its legislated responsibilities.

To support the broader goal, the following business plan provides clearly defined and measurable objectives and outlines key measures of success and links to government priorities. It is intended to guide the ministry's operations for the 2000/2001 fiscal year, and to provide a foundation from which ministry staff can work to help create thriving, sustainable mining and petroleum industries for British Columbia's future.

Mandate

The Ministry of Energy and Mines's mandate is to support job creation through the responsible stewardship of British Columbia's energy and mineral resources and to collect revenues generated by the development of those resources. In addition, legislation requires the ministry to effectively implement specific health, safety and environmental regulations.

Core Business

British Columbia is rich in mineral and petroleum resources, as well as in sources of hydroelectric energy. Stewardship of these resources is the responsibility of the Ministry of Energy and Mines, which is responsible for the province's oil, gas, coal, and mineral resources. The Minister is responsible for B.C. Hydro, B.C. Rail, the Northern Development Commission, and the Oil and Gas Commission. These entities submit their own Performance Plans.

The core business of the Ministry of Energy and Mines comprises the following generic activities:

- maximizing the responsible development of British Columbia's petroleum and mineral resources;
- asessing, levying, and collecting revenue;
- effectively implementing regulations to protect public and worker health and safety, and the environment;
- managing the disposition of mineral and petroleum rights; and
- providing policy, legislation, land use and geoscience advice and support for the foregoing activities.

A. Strategic Context

1. Vision:

Vision of the Ministry of Energy and Mines:

To be the catalysts and facilitators for the development of thriving, sustainable and competitive minerals and petroleum industries for the benefit of British Columbians. This vision entails pursuit of the following:

- A leadership role:
    - maintaining a regulatory regime that facilitates as well as ensures responsible development
    - bridging aboriginal, industry and other interests in resource development
    - facilitating investment, job creation and economic opportunity
- A strong service focus – client oriented, innovative, driven to results.
- A balance between advocacy, stewardship and revenue.

2. Mission:

Mission of the Ministry of Energy and Mines:

To maximize the economic and social return on resources and resource lands and to provide a competitive investment climate to encourage responsible development of the province's mineral, and petroleum resources.

To provide efficient regulatory services necessary to ensure the health and safety of the public and persons working in the mineral industry, and to ensure protection of the environment and compliance with legislation.

3. Values/Principles:

The following values and principles guide how the Ministry of Energy and Mines will deliver its mandated responsibilities:

Core Values of the Ministry of Energy and Mines:

• advocacy	• The ministry maintains and enforces high-quality health, safety and environmental standards while also striving to represent the interests of the mining and oil and gas industries to broader stakeholder groups and assisting these industries' responsible development. • Inform the government, industry and citizens of the province of the benefits of responsible resource development.
• integrity	• The ministry is committed to protecting health, safety and the environment and to ensuring the province's mineral and energy resources are developed in a fair and responsible manner.
• transparency	• The ministry is committed to ensuring its regulations and processes are equitably applied in fair and open processes that are adequately communicated to its stakeholders and the general public.
• responsiveness	• The ministry is committed to responding to the needs of its stakeholders in a timely and effective manner.

Guiding Principles:

- protecting the public interest
- maintaining the highest standards of integrity, quality and competence
- seeking community and stakeholder participation, and partnerships
- fostering creativity, innovation and teamwork
- respecting diversity of people and ideas

4. Environmental Scan – Assessment of critical issues, opportunities and challenges:

The environmental scan is an assessment of external forces that can have a significant impact on the ministry. It provides the ministry with critical information for thinking about, deciding upon, and preparing its future course of action.

Macro Trends:

- Globalisation is a reality and increasingly an imperative for growth.
- The continued and accelerated liberalization of world trade.
- The perception of the difficulty of being globally competitive within the Canadian and provincial business environments.
- The growth in power and influence of Asia – politically, socially and economically.
- Shift of power to companies that understand operating in a more complex social environment, and are willing to be accountable to all stakeholders.
- Focus on the environment and pressure for improved environmental performance will continue to grow globally.
- The speed and pervasiveness of technological change and communication.
- A more complex and diverse workforce with changing demands and values.

Key Opportunities:

- Growing demand for petroleum and natural gas, increased pipeline capacity and greater access to markets.
- The mineral exploration capital of the world is Vancouver and there is a large sophisticated exploration base here that could be refocused to work in British Columbia
- Significant mining and oil and gas opportunities exist throughout the province as well as off shore.
- Small to medium sized oil and gas companies are increasingly the key players in British Columbia - they have shorter planning horizons and immediate growth targets for investors/shareholders.
- Potential for growth in service related industries.
- British Columbia's growing population centered in the lower mainland area is leading to increased demand for industrial minerals including aggregates, limestone (cement), and building stone. This demand is creating domestic development opportunities.

Key Challenges:

- Land use concerns and land claim settlements and the subsequent uncertainty of access to mineral lands and security of tenure.
- Multiple stakeholders with shifting complex values regarding land use.
- Growing competition for risk capital.
- Cyclical nature of commodity prices.
- Increased federal involvement - especially in environmental issues.

B. Goals and Objectives

This section of the business plan looks more closely at the strategic directions of the ministry and begins to translate them into concrete, tangible outcomes to be delivered in 2000/2001.

5. Goals:

Goals of the Ministry of Energy and Mines:

The Ministry has four long-term goals that reflect its business plan and define critical elements moving towards its vision of being: *"the catalysts and facilitators for the development of thriving, sustainable minerals and petroleum industries for the benefit of British Columbians."*

1. To increase oil and gas activity
2. To revitalize the mineral industry
3. To responsibly maximize the economic and social return on resources
4. To be a responsive, adaptable and accountable organization

The first three goals are fundamental to achieving the mandate of the Ministry. The fourth goal, "to have a responsive, adaptable and accountable organization" addresses how the Ministry will go about achieving this mandate.

Each of these goals is discussed in more detail later in this document along with the key business plan objectives and the activities designed to support them..

Key Strategies - The goals will be realized through the following strategies:

- positioning and marketing British Columbia as a preferred place to do business
- creating partnerships and bridging between industry, First Nations and communities.
- increasing the presence and visibility of the Ministry
- relevant and timely research and analysis to support ministry goals and objectives.
- effective communication, public relations and advocacy
- streamlined and innovative approaches
- building a work culture of trust, continuous improvement and anticipation of needs

6. Objectives:

The following are the key objectives (important milestones) in support of the ministry's goals. It should be noted that objectives can apply to the whole ministry or to individual branches and that the operational details of all of these objectives exist in the business plans within each branch.

To responsibly increase Oil and Gas activity

1. To ensure the conditions and incentives exist to responsibly increase oil and gas production, investment and drilling activity.
2. To enhance the development and utilization of British Columbia based service companies providing benefits to the local economies
3. To position British Columbia as the gateway to and service provider of choice for the future supply basins north of the 60th parallel
4. To continue to explore potential for development of new resources

Revitalize the Mineral Industry

1. To ensure the conditions, incentives and geoscientific information exist to revitalize the mineral industry
2. To increase British Columbia's market share of exploration expenditures

Responsibly maximize the economic and social return on resources

1. To position British Columbia as a good place to do business
2. To ensure there is environmental and social integrity in all economic development
3. To increase First Nation's access to economic opportunity
4. To ensure all land use plans support responsible mineral and petroleum activities
5. To continue to facilitate and support organizations in the reduction of accidents
6. To significantly improve the efficiency and effectiveness in tax and royalties
7. To increase value adding industries utilizing British Columbia produced oil, gas and minerals
8. To create a secure and accessible gravel supply

To have a responsive, adaptable and accountable organization

1. To ensure the Ministry of Energy and Mines staff are aligned with the vision/mission/goals
2. To manage the use of our resources, partnerships and technology effectively in order to add value and ensure the greatest benefit is realised for the public, the client and ourselves
3. To have a work culture of trust, commitment to teamwork and excellence, and openness to change

C. Performance Measures

7. Performance Measures:

A performance measure can be used to indicate the degree of success a ministry has in achieving its goals and objectives.

The performance plan measures are integrated into Section D. "Performance Plan Details and Measures in Support of Each Objective".

This section looks at the business plan objectives in more detail and begins to highlight the specific actions and strategies that will be employed in delivering on each of these objectives. As well this section identifies key measures of success and performance targets for each of the business plan objectives.

D. Performance Plan Details and Measures in Support of Each Objective

Strategic Outcome: To responsibly increase Oil and Gas activity

Objective #1 - To ensure the conditions and incentives exist to responsibly grow oil and gas

Targets for 2000/2001:

- All Oil and Gas Initiative II (OGI II) iniatives implemented by March 31, 2001
- Meet or exceed 1999/00 activity levels, investment and revenues
- Prepare for sale of oil and gas rights in one pre-tenured area

STRATEGIES / ACTIVITIES	PERFORMANCE MEASURES	
	Output Measures	**Outcome Measures**
To implement all initiatives in Oil and Gas Initiative 2 • Road Rehabilitation	• Protocol agreement with the Transportation Financing Authority (TFA) • Road recommendations developed and accepted	• Road rehabilitation work commences summer 2000
• Royalty Changes	• New royalty recommendations in place	• Reactivated wells – marginal wells producing better • More streamlined reporting for industry including electronic filing
• Pre-tenure Planning	• Wildlife inventory started	• Quality wildlife indicators and data collection methods developed
• Core lab admin*	• Backlog in core lab eliminated • Fee collection simplified	• Timely processing of new core • Reduced administrative cost and burden
• Archaeology study	• Archaeology data collection	• Faster, better application assessment
• Sierra – YoYo – Desan road admin	• Fee structure review	• Elimination of payment disputes
• Build Oil and Gas Initiative three elements	• List of initiatives developed with stakeholders (e.g. CAPP and Westcoast Energy)	• Work plan for 2001/02

**Core lab note – Backlog is in sample washing – a task no longer performed by government (industry now does) when backlog is complete no more washing will be done. No processing of cores – only storage and provision of viewing facilities for industry to examine core and samples.*

D. Performance Plan Details and Measures in Support of Each Objective

Strategic Outcome: To responsibly increase Oil and Gas activity

Objective #2 – To enhance the development and utilization of British Columbia based service companies providing benefits to the local economies

Targets for 2000/2001:

- Market share increase of 10% for local service sector
- Formal meeting with key stakeholders at least twice per year
- Public communication plan in place

STRATEGIES / ACTIVITIES	PERFORMANCE MEASURES	
	Output Measures	**Outcome Measures**
• Address Treaty Eight issues	• Agreements with key stakeholders	• Greater certainty of approved timelines
• Strengthen relationship with industry and other stakeholders	• Regular forums, open communications	• Stronger relationships through expanded formal network and interaction with the Ministry, environmental groups, industry groups, local residents, municipalities
• Identify and quantify the benefits of the oil and gas sector provided to the local and provincial economies	• Socio-economic study and inventory of data sources	• Identification of areas of concerns and opportunities • Up to date, accurate input for communications strategies • Understanding of local issues and concerns
• Track results of implemented changes	• A clear process to evaluate industry activity indicators	• Revision, continuation, elimination, fine-tuning of initiatives
• Promote capabilities of local service sector as well as Ministry initiatives	• Information letters, web site development, liaison between producers and service sector	• Maximization of the use of the local service sector by producers, more competitive industry

D. Performance Plan Details and Measures in Support of Each Objective

Strategic Outcome: To responsibly increase Oil and Gas activity

Objective #3 - To position British Columbia as the gateway and service provider of choice to the supply basins north of the 60th parallel

Targets for 2000/2001:

- MOU with NWT; maintain MOU with Yukon
- Situational analysis and initial evaluation of project options
- Streamline regulation of interjurisdiction pipeline projects

STRATEGIES / ACTIVITIES	PERFORMANCE MEASURES	
	Output Measures	**Outcome Measures**
• Develop and sustain relationships with Alaska, NWT, Yukon, and others in order to obtain optimal benefits for British Columbia from possible Arctic gas projects • To have aboriginal alliances and specific protocols where British Columbia has specific interest • To identify and have in place key promoting activities, including regulatory streamlining	• Complete MOU with the NWT and reinforce existing MOU with Yukon • Protocols in place • Streamline regulation of industry activity: 1. coordination of regulations including among agencies in British Columbia e.g. harmonized stream crossing guidelines 2. Advance the work of the Federal Provincial task force on Improving the Efficiency of Pipeline Regulation 3. Assist in establishing and participate in Federal-Provincial -territories working group to exchange information and problem solve on Artic gas projects	• Increased activity and interest in projects with benefits to British Columbia, including consideration of pipeline routing through British Columbia

D. Performance Plan Details and Measures in Support of Each Objective

Strategic Outcome: To responsibly increase Oil and Gas activity

Objective #4 - To continue to explore potential for development of new resources

Targets for 2000/2001:

- Prioritised work plan for new hydro carbon supply sources, and gas and energy efficiency/management

STRATEGIES / ACTIVITIES	PERFORMANCE MEASURES	
	Output Measures	**Outcome Measures**

• To identify the potential of new supply sources
• To identify requirements for the development of new resources
	• Policy decisions regarding:
	  • whether and under what terms and conditions new sources of hydrocarbons will be developed, and
	  • energy efficiency programs to be implemented
	• Public education and consultation
	• Priorities established
		• Resources and impediments quantified
		• Stakeholders identified and engaged
		• Options identified

D. Performance Plan Details and Measures in Support of Each Objective

Strategic Outcome: Revitalize the Mineral Industry

Objective #1 - To ensure the conditions, incentives and geoscientific information exist to revitalize the mineral industry

Targets for 2000/2001:

- Resolve outstanding Tulsequah Chief mine issues
- Analysis and opportunities for streamlined permitting process
- List of abandoned sites for clean-up
- Approved strategy and implementation plan for provincial resource road deactivation

STRATEGIES/ ACTIVITIES	PERFORMANCE MEASURES	
	Output Measures	**Outcome Measures**
• Marketing Strategy	• Valid opinion polls (industry and public) • Executive attendance at industry conferences and key industry player meetings • Develop a marketing plan	• More positive perception of mining in British Columbia – both from an industry/investment and a public perspective • Increased mining/exploration activity
• Clarify current perceptions (both industry and public)	• Public information program, footprint messaging	• Positive stakeholder feedback
• Create links to investment community	• Exec level meetings with financial institutions, industry players, etc.	
• Take a leadership role in moving toward a one window, one authority decision strategy	• Identify applicable legislative changes or MOU's with MELP and MOF on streamlined decision making and permitting	
• Abandoned mines strategy	• Develop abandoned mines strategy	• A prioritised list for clean-up of abandoned sites
• Provincial Resource Road Deactivation Strategy	• Stakeholder recommendations on resource road deactivation process.	• Maintain access to land base for exploration activity
• Tulsequah Chief Mine	• Resolve interjurisdictional concerns	• Address impediments to the development of the approved Tulsequah Mine project

D. Performance Plan Details and Measures in Support of Each Objective

Strategic Outcome: Revitalize the Mineral Industry

Objective #2 - To increase British Columbia's market share of exploration expenditures

Targets for 2000/2001:

- 25% increase in exploration expenditures
- 90% of exploration "Notice of Work" applications completed within 30 days
- Completion of planned geological surveys
- Priorize and attend industry conferences and meetings
- Award at least 40 prospector assistance grants

STRATEGIES / ACTIVITIES	PERFORMANCE MEASURES	
	Output Measures	**Outcome Measures**
• Consultation and collaboration with industry	• Executive discussions with investors	• Increased mineral exploration expenditures
• Mineral Exploration code review	• Revised Mineral Exploration code	• Increase in claims staked • Streamlined process
• Conduct geological surveys in targeted areas to encourage mineral exploration	• Hectares surveyed • Quality of new data	
• Marketing of "British Columbia" at selected regional, national and international trade shows and mining meetings	• Client acceptance • Positive client feedback • Number of follow-up requests for information	• Industry options and joint ventures
• Encourage grassroots prospecting in British Columbia	• Number of grants awarded • Number of grantees successfully completing their prospecting programs • Training programs • Maintain access to land base for exploration activity	• More efficient mineral exploration permitting process. • Increase to prospector's grants • Number of new discoveries • Number of option agreements negotiated by prospectors • Value of exploration stimulated by the grants

D. Performance Plan Details and Measures in Support of Each Objective

Strategic Outcome: Responsibly maximize the economic and social return on resources

Objective #1 - To position British Columbia as a good place to do business

Targets for 2000/2001:

- At least three new or enhanced investments in minerals, oil and gas resulting from business climate improvements
- 10% increase in claims over 1999
- Completion of scanning of all reports released from confidential status
- Amendments to Mineral Tenure Act Regulation
- Complete the proposed service enhancements
- Convert 600 mineral title maps to the provincial base map standard

STRATEGIES / ACTIVITIES	PERFORMANCE MEASURES	
	Output Measures	**Outcome Measures**
• Identify, evaluate and implement policy and program improvements • Communicate British Columbia's business climate to Ministry stakeholders • Effective Mineral Development office within the Vancouver mining community • Enhance quality and efficiency of delivery of information to clients using advanced technology • Improve Mineral Titles map and record systems	• Work plan to identify, select and implement improvements (use Natural Gas Competitiveness Study, Mining Investment Climate Study, Premiers' summits, business streamlining initiative and further discussions with stakeholders, to identify areas for improvements) • Communication Plan in place • Number of client visits to Mineral Development office • Number of events organized for clients by Mineral Development office • Client feedback • Number of Assessment Reports (AR) scanned and converted to digital format before release to public • Draft amendment to Mineral Tenure Act Regulation, to set standards for submission of ARs in digital format	• Identifiable examples of new investments that result from improvements in the business climate created by government • Number of claims recorded in Mineral Development office • Number of companies that locate offices in Vancouver • Number of inquiries for information • Improved access to ARs for clients • Draft amendment receives widespread endorsement from industry clients • The number of improvements that provide accurate, timely and complete mineral title data using easily accessible information systems • The number of maps in the province made available for use in exploration, land use planning and treaty settlement

	• Enhance Internet access to mineral title services • Number of title maps converted to provincial resource base mapping standard (TRIM) • Number of Crown granted mineral claims plotted on title maps • Capability to remotely plot new titles on a provincial map. • Capability to capture and report Global Positioning coordinates for any mineral title	
• Maintain modern, responsive oil and gas tenure system	• Review of legislation and regulations within industry • Create and implement work programs regulations	• Streamlined business practices

D. Performance Plan Details and Measures in Support of Each Objective

Strategic Outcome: Responsibly maximize the economic and social return on resources

Objective #2 - To ensure there is environmental and social integrity in all economic development.

Targets for 2000/2001:

- Effective participation by British Columbia in October 2000 Joint Ministers Meeting and National Implementation Strategy on the Kyoto Protocol
- Public understanding of British Columbia's position, initiatives and the role of oil, gas and other energy developments in achieving greenhouse gas reductions.
- Federal – Provincial - Territorial Framework Agreement on Climate Change negotiated
- Successful development of a pilot program in support of green house gas reductions

STRATEGIES / ACTIVITIES	PERFORMANCE MEASURES	
	Output Measures	**Outcome Measures**
• Climate Change – oil and particularly gas development can contribute to Canada's greenhouse gas reduction targets	• MEM co-leads with MELP to identify, develop and achieve a British Columbia Climate Change Strategy • Effective participation in the Greenhouse Gas Forum and implementation of initiatives • British Columbia strategy on international issues (e.g. energy exports) • MEM partnerships with Provincial energy ministries to explore opportunities to address climate change risk through joint initiatives	• British Columbia's initiative to reduce greenhouse gas emissions and protect environment integrated into ministry policies and programs
• Foster environmental best practices by the producing sector	• Work with the Oil and Gas Commission and MELP to ensure that industry is using environmental best practices • Implementation on the Peace Airshed Initiative jointly with MELP • Communication strategy to inform consumers that British Columbia produced minerals, oil and gas is developed with regard to environmental protection	• Clean air, water and land producing areas • Market acceptance of British Columbia products
• Identifying and implementing green economy initiatives in the energy and minerals sectors	• Successful green economy demonstration project	• Net improvement in environmental quality

D. Performance Plan Details and Measures in Support of Each Objective

Strategic Outcome: Responsibly maximize the economic and social return on resources

Objective #3 - To increase First Nation's access to economic opportunity

Targets for 2000/2001:

- Two agreements with First Nations and industry
- Increase Aboriginal participation in mining by 10%

STRATEGIES/ACTIVITIES	PERFORMANCE MEASURES	
	Output Measures	**Outcome Measures**
• Identify candidate projects • Ensure corporate support and political will	• A clear criteria in place • A clear process for negotiation and agreement • Agreement in principle with eight First Nations	• Increase certainty for resource development

D. Performance Plan Details and Measures in Support of Each Objective

Strategic Outcome: Responsibly maximize the economic and social return on resources

Objective #4 - To ensure all land use plans support responsible oil, gas, mineral and geothermal activities

Targets for 2000/2001:

- Greater number of plans with acceptable outcomes
- Efficient First Nation consultation turnaround
- Objectives and strategies in land use plans that promote exploration and development
- Complete the Higher Level Plan delegation authority amendment under the Forest Practices Code of British Columbia Act
- Resource and land use website

STRATEGIES / ACTIVITIES	PERFORMANCE MEASURES	
	Output Measures	**Outcome Measures**
• Stronger advocacy role for MEM in planning initiatives		
• Proactive involvement in all land use issues	• Issues clearly identified	• Increased certainty for mineral and oil and gas development
• Effective resource information and analysis for planning processes	• Papers and presentations on resource values and issues	• Broader understanding and appreciation of the resource sector
• Policy development in strategic land use planning	• Polices that address the unique needs of planning for hidden resources	• Better integration of resource activities with land use plan objectives and strategies
• Effective communications	• Create and update brochures on resource issues and resource land use website	• Outreach into national and international industry and other stakeholders.
	• Review amendments proposed by other agencies for resource issues and ensure they provide certainty for the resource sector	• More efficient decision making on resource issues
• Land use plan monitoring and implementation	• Active involvement in monitoring implementation of and tracking exploration activity in relation to land use plans	• Ensuring land use plan objectives and strategies support resource development

D. Performance Plan Details and Measures in Support of Each Objective

Strategic Outcome: Responsibly maximize the economic and social return on resources

Objective #5 – To continue to facilitate and support organizations in the reduction of accidents

Targets for 2000/2001:

- 10% reduction in accidents
- Provide musculoskeletal disorder prevention training to 10 mines
- Organize and participate in annual Mine Rescue competitions
- Provide training for OHSC committees
- Conduct a minimum of one HandS inspection at each major mine every month
- Certification of supervisors shift bosses and mine rescue personnel.
- Conduct five detailed site audits

STRATEGIES / ACTIVITIES	PERFORMANCE MEASURES	
	Output Measures	**Outcome Measures**
• Ensure necessary programs are in place in the mining industry to continue to improve mine health safety • Development musculoskeletal disorder prevention program for small mines • Conduct mine inspections • Provide training • Development of mine accident management computer system	• Programs in place • Enhanced worker safety at mine sites • Improved information for accident trends	• Reduction in accidents • Reduction in lost time injuries due to musculoskeletal factors • Reduced compensation costs to industry • Rapid response to increasing trends.

D. Performance Plan Details and Measures in Support of Each Objective

Strategic Outcome: Responsibly maximize the economic and social return on resources

Objective #6 - To significantly improve the efficiency and effectiveness in tax and royalties

Targets for 2000/2001:

- A three month or less validation period of oil and gas royalties
- Efficient verification of mineral tax returns
- A 40% reduction of errors in tax and royalty reports

STRATEGIES / ACTIVITIES	PERFORMANCE MEASURES	
	Output Measures	**Outcome Measures**
• Re-design royalty processes and computer systems	• Revised royalty regulations	• Reduced validation period of oil and gas royalties • Reduction of errors in tax and royalty reports

Objective #7 – To increase value-adding industries utilizing British Columbia produced oil, gas and minerals

Targets for 2000/2001:

- No closures of existing resource processing plants
- Significant interest from investors in developing new processing opportunities

STRATEGIES / ACTIVITIES	PERFORMANCE MEASURES	
	Output Measures	**Outcome Measures**
• To sustain and increase the processing of minerals, oil and gas into higher value products within British Columbia, including production of refined copper, aluminium, chemicals, fertilizers, etc.	• Develop strategy in consultation with MEI to both safeguard existing value-adding industries (oil and gas refining, gold refining, etc.) and prompt development of new opportunities	• Strategy in place

D. Performance Plan Details and Measures in Support of Each Objective

Strategic Outcome: Responsibly maximize the economic and social return on resources

Objective #8 - To create a secure and accessible gravel supply

Targets for 2000/2001:

- Provincial policy regarding permitting and regulation of the aggregate industry

STRATEGIES / ACTIVITIES	PERFORMANCE MEASURES	
	Output Measures	**Outcome Measures**
• A streamlined and efficient permitting process • Complete the aggregate initiative	• Clear Provincial policy • Clear regional resource planning • Simplified fee structure	• Resolution of jurisdictional issues • Provincial aggregate land reserve • To reduce long-term provincial costs for purchase of aggregate for development and maintenance of infrastructure • Reduced public concerns

D. Performance Plan Details and Measures in Support of Each Objective

Strategic Outcome: To Have a Responsive, Adaptable and Accountable Organization

Objective #1 - To ensure the Ministry of Energy and Mines staff understand and are aligned with the vision/mission/goals

Targets for 2000/2001:

- To deliver on all business plan targets
- Implement annual three year planning procedures
- Reorganisation complete

STRATEGIES / ACTIVITIES	PERFORMANCE MEASURES	
	Output Measures	**Outcome Measures**
• Communication Strategy and Executive presentation to each business unit • Develop procedures for ongoing development of annual three year business plans • Align ministry structure to goals	• An ongoing process to review, update and refine strategy and business plans • Review budget preparation and planning cycle to develop planning procedures • Conduct organisational review to identify gaps and overlaps in service and program delivery	• Broad understanding of, and commitment to business plan • Stronger focus on key priorities • Implement planning cycle procedures and responsibilities for ongoing development of annual three year plans • Realigned Ministry structure to ensure resources are allocated to meet objectives

D. Performance Plan Details and Measures in Support of Each Objective

Strategic Outcome: To Have a Responsive, Adaptable and Accountable Organization

Objective #2 - To manage the use of our resources, partnerships and technology effectively in order to add value and ensure the greatest benefit is realised for the public, the client and ourselves

Targets for 2000/2001:

- Measurable improvement in the use of resources

STRATEGIES / ACTIVITIES	PERFORMANCE MEASURES	
	Output Measures	**Outcome Measures**
• Streamline and simplify all processes and systems • To ensure all staff are fully trained and competent and that in total the Ministry has the capacities it requires • Ensure information for decision making is available throughout the organization • Joint MEM/client review of regulations, policies and information requirements • Identify and implement technology solutions	• Conduct review of knowledge, information and technology requirements • Training plan • Continue or establish new links with clients and stakeholder groups	• Greater efficiency and effectiveness in day-to-day operations • Greater personal satisfaction and sense of contribution of all staff • Commitment to continuous learning and education • Survey clients/stakeholders to determine scope for enhancing programs/service delivery

Objective #3 - To have a work culture of trust, commitment to teamwork and excellence, and openness to change

Targets for 2000/2001:

- A staff survey that establishes baseline data and identifies areas for improvement

STRATEGIES / ACTIVITIES	PERFORMANCE MEASURES	
	Output Measures	**Outcome Measures**
• To have a work culture focused on: service quality and staff excellence; job satisfaction; job performance; teamwork; and innovation	• Staff surveys for feedback and to establish baseline measures in key areas • Staff performance evaluations • Staff complete annual professional development plans	• More staff input into higher level decision making • Focus on team-building and teamwork

E. Link to Government Priorities

The following table links the Ministry's priorities to the government's priorities and the ministry goals.

GOVERNMENT PRIORITIES	MINISTRY KEY PRIORITIES
• Education	• Royalties and other revenue collected by the ministry support education programs • Improve efficiency and effectiveness of tax and royalty collection
• Healthcare (protecting health)	• Royalties and other revenue collected by the ministry support health and healthcare • Improve efficiency and effectiveness of tax and royalty collection • Ensure development proceeds with environmental integrity • Ensure programs are in place that contribute to a reduction in the number of industrial accidents
• Family and Communities (including working families and healthy communities)	• Strengthening the economy, especially in resource regions • Continued commitment to strong relationships between local residents, municipalities, the province and the energy and mining industries • Continued commitment to strong relationships between First Nations, the province and the energy and mining industries • Create a secure and accessible gravel supply (for road/highway development)

GOVERNMENT PRIORITIES	MINISTRY KEY PRIORITIES
• Stronger economy for British Columbia with emphasis on:	
• Investing in education and training	• Ensure ministry staff have the skills and capabilities to deliver on the business plan
• Fuelling growth and innovation	• Increase First Nation's access to economic opportunities • Manage resources to add value and ensure the greatest benefit to British Columbia residents • One window, one authority decision strategy to streamline administration and enhance industry competitiveness • Improving the investment climate in British Columbia
• British Columbia's resource strength	• Ensure the conditions and incentives exist to responsibly grow oil, gas and mineral industries • Increase British Columbia companies' market share of British Columbia exploration and production • Position British Columbia as the gateway to the future Canadian supply basin • Continue to explore opportunities for development of new potential resources • Increase British Columbia's market share of exploration expenditures
• Environment: • Building the green economy	• Develop options to address greenhouse gases • Ensure environmental integrity in all economic development of British Columbia's oil, gas and mineral resources • Ensure land use plans support responsible mineral activities • Clean up old mine sites

F. Resource Linkage

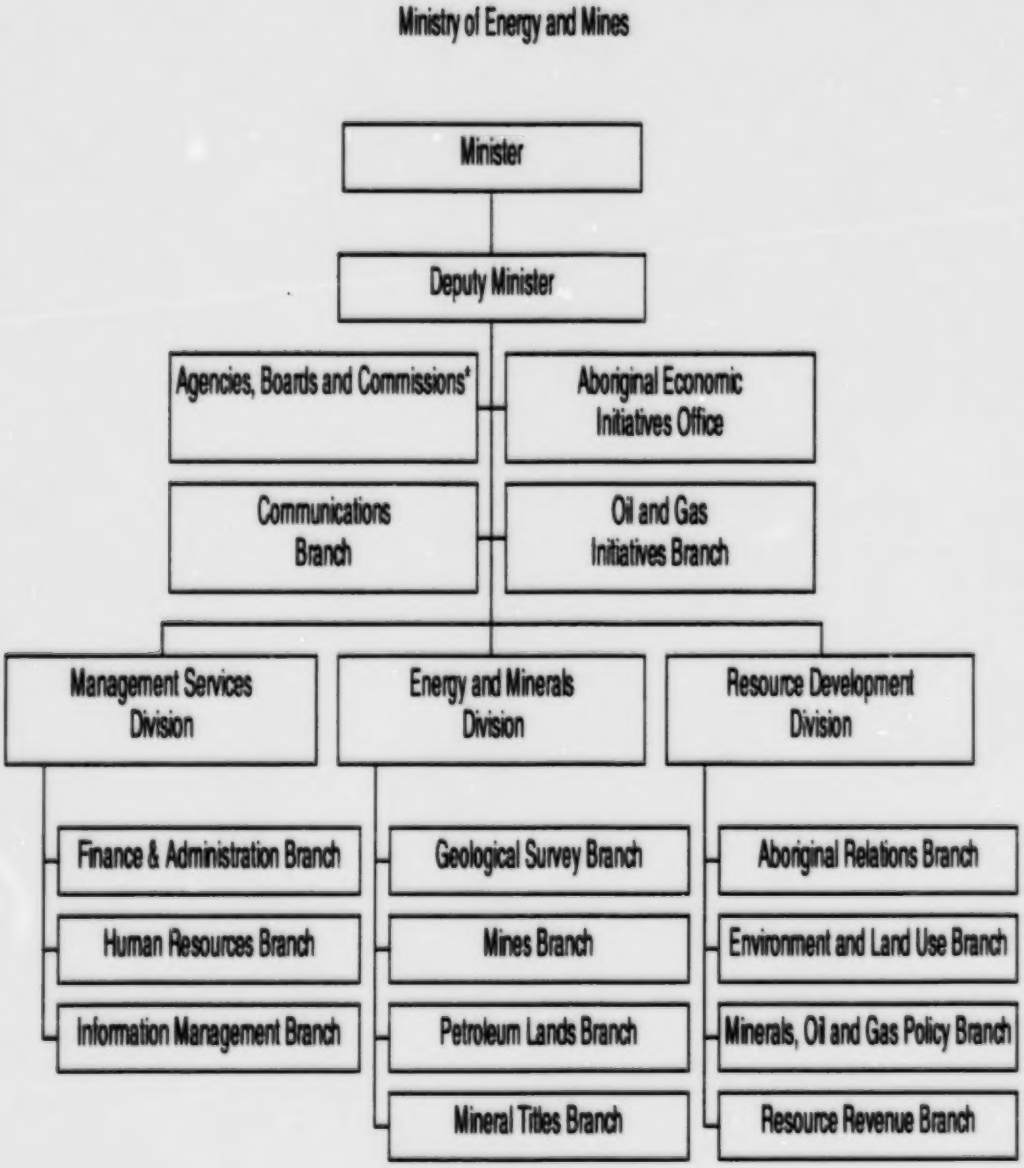
8. Resource Linkage

The Resource Plan reflects the determination and allocation of assets or resources necessary to carry out strategies and achieve objectives. The following chart is an overview to indicate the number of FTEs and the overall program budget. This portion of the business plan also indicates how resource issues might impact specific programs and the 1-year plan.

Budget and FTE Allocation

PROGRAM	BUDGET $(000)	FTES
Minister's Office	370	5
Corporate Services • *Includes Deputy Minister's Office, Management Services Division, Communications Division, Oil and Gas Initiatives Branch, Northern Development Commission, British Columbia/Alcan Agreement*	10,232	33.5
Energy and Minerals	18,639	201.5
Resource Development	8,728	51
Resource Revenue Sharing Agreements	1,200	
Northern Development Fund	1,500	
Vancouver Island Natural Gas Pipeline	1,000	
Total	**41,669**	**291**

G. Ministry of Energy and Mines Organizational Chart



*Mediation and Arbitration Board, Mineral Tax Review Board, Northern Development Commission, and Oil and Gas Commission.

H. Organizational Structure – Descriptions

Corporate Services

Provides for administration and ministry executive support, including the deputy minister's office, communications, the Northern Development Fund Special Account, and the Northern Development Commission. Under an agreement, the Ministry of Employment and Investment provides administrative support services for the ministry. Grants and contributions are provided in support of ministry initiatives.

Energy and Minerals

Provides for the administration of the province's petroleum, natural gas, coal, geothermal, and mineral resources and for the regulation of the industries that explore for and develop these resources, including:

- Resources Management – provides for: the determination of petroleum, natural gas, coal, geothermal, and mineral reserves in British Columbia; the maintenance of data bases, maps, surveys and prospecting reports on the geology of British Columbia, the management and disposition of petroleum, natural gas, coal, geothermal, and mineral resources rights and the maintenance of title registries; the collection of fees, rentals and tender bonuses; administration of title to petroleum, natural gas, coal, geothermal and mineral resources of the province; negotiation of fair compensation for mineral and coal titles expropriated under the Park Act; the preparation of reports on the industry; and the provision of support services to industry and information to the public. Grants are provided for resource studies and projects, and to assist in the maintenance of the Sierra – YoYo Desan resource road;
- Regulation, Inspection and Enforcement – provides for the administration of and compliance with provincial legislation, regulations, and guidelines relating to exploration, production, transportation, and reclamation activities of the coal, geothermal, and mineral industries to ensure safe operations, environmental responsibility, and prudent resource management;
- Exploration – provides training support and grants to prospectors to stimulate mineral exploration; and
- International Cooperation – provides for resource management information and technology transfer to Peru on a cost recovery basis through a contract with the Canadian International Development Agency (CIDA).

Resource Development

Provides for the development, analysis and preparation of provincial resource development policies, strategies and plans, including:

- Revenue Administration – provides for the assessment and collection of mineral, coal, petroleum and natural gas royalties, freehold production taxes, and freehold subsurface property tax, and fees levied to recover the cost of mine health and safety inspections and the operations of the Oil and Gas Commission; and
- Resource Development – provides for: the formulation and implementation of provincial minerals, petroleum and natural gas strategies and policies, including infrastructure, regulation of removals, utility regulation policy, project assessments, strategic studies and analysis, collection and dissemination of statistics, coordination of ministry input into environmental assessment

project reviews, economic analysis of market conditions and government initiatives affecting the mining, oil and gas industries; coordination of ministry land use planning; First Nations policy related to energy and minerals development; negotiations and consultation on resource management; administration of the province's participation in the Vancouver Island Natural Gas Pipeline project; and for costs associated with the Aboriginal Economic Initiatives Office to negotiate economic initiatives with selected First Nations. Contributions are provided for the Vancouver Island Natural Gas Pipeline Agreements, participant assistance and in support of resource industry and northern economic development initiatives.

Communications Branch

Provides all communications, media and public relations, and issues management for the ministry.

Oil and Gas Initiative

The Oil and Gas Initiative Branch was created to promote the development of the oil and gas industry in British Columbia. Initiatives include encouraging producing companies to utilize the local service sector, overseeing a five year investment in road rehabilitation.

Aboriginal Economic Initiatives Office

The office focuses on expediting selected initiatives that further the economic interests of First Nations and the province.

Management Services Division

Services the needs of the ministry's management and staff in the areas of finance, personnel, information systems, information and privacy and employment equity.